

DRAFT:SA/DDA:EDE:mes
13 November 1952

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MEMORANDUM FOR: All Administrative Offices and Staffs

SUBJECT: Administrative Plans

REFERENCE: a. Confidential Funds Regulations - 9.4, dtd _____.
b. Memorandum to ADDA from SA/DDA; subject: "Procedure for the Development of Administrative Plans, dtd 13 November 1952."
c. CIA Notice _____, dated _____; Subject: Regulation 9.4 of the Confidential Funds Regulations.

1. References cited above provide the basis and general working procedures for the development of administrative plans for covert operations. The revised concepts contained in these references emphasize the responsibilities of the administrative offices and staffs in supporting operations effectively in terms of their policy responsibilities as well as their support functions. It is essential that the basic purpose of the revised 9.4 be fully understood and applied. This basic purpose is to give flexibility to CIA policies, procedures and reporting requirements so as to permit the full exercise of originality, imagination and drive in the accomplishment of operational objectives.

2. This means that administrative offices and staffs must absorb and become imbued with the approved project concept and must exercise equal ingenuity and drive in planning for the support and administrative review of covert operations.

3. In reviewing the above in terms of past performances, it is believed that the administrative offices have not been adequately successful in:

- a. Developing flexible covert support techniques.
- b. Providing staff personnel of sufficient stature, know-how, and imagination to the task of administrative planning.
- c. Developing administrative standards, principles and procedures appropriate to the varied types of operational activities being encountered.

4. In some cases, administrative offices have completely failed:

- a. To provide any policy guidance even upon direct request.
- b. To develop essential procedures and reporting requirements.
- c. To provide personnel having the time or competence to make a contribution to administrative problems.

5. The most glaring deficiency on the part of administrative offices in the past has been their failure to continually review the progress of an operation in terms of an approved administrative plan and to take any action if for any reason a plan is revealed to be inadequate, obsolete, or if there is non-compliance therewith.

6. These conditions cannot be allowed to continue. Administrative offices and staffs must properly support operations. They must develop policies, procedures and techniques which are responsive to the needs of individual projects. At the same time, they must fulfill their responsibility to review the progress of operations, to observe and report non-compliance with approved policies.

7. To remedy past deficiencies and to ensure effective operation of the revised 9.4, the following corrective action should be taken:

- a. Each administrative office of staff shall designate one or more officials who will fulfill the responsibilities of his office in planning the support and administration of projects coming under 9.4
- b. These representatives shall be available upon call for the development of administrative plans and shall give priority to this function.
- c. Each administrative office and staff shall become thoroughly familiar and imbued with the philosophy and importance of this function.
- d. Internal procedures shall be set up in each office and staff to ensure that its responsibilities as prescribed in each administrative plan are faithfully carried out.
- e. Each administrative office or staff shall be responsible for observing and reporting promptly any lack of capability in meeting its support responsibilities or any significant deficiency in an administrative plan or failure to comply therewith.

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Special Assistant to the
Deputy Director (Admin.)

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